2:Gamble S-5 (1926-1933) 1954 AF12 North China AF12

years old. The 45 stores had 350 employees, of whom 57 were apprentices. The apprentices were being trained by 33 stores. Three of the larger ones had three apprentices each. The capital of the stores ranged from $600 to some $12,000 with the average just under $4,000.

It was said that the cloth market in the city, where the city cloth stores regularly did their buying, was first opened in the 31st year of Ch'ien Lung, 1766. During the winter months, the busy season for the cloth weavers and merchants, the market was generally open from nine to 12 hours on market days. The usual amount of cloth handled was about 1,500 pieces. The smallest amount in 1931 was between 600 and 700 pieces, the largest about 4,000. The largest day's business in the previous 10 years was 17,000 pieces.

During the 10 years 1921–1930 over 10,600,000 pieces of chuang cloth worth over $11,000,000 were shipped from Ting Hsien. Over 70 per cent went to Chahar, with most of the remainder going to Shansi and Suiyuan. Less than one per cent was sent to Hopei.

The cloth going to Chahar and Shansi was shipped in 50 piece bundles except for Ta T'ung. There a bale was 45 pieces. For Suiyuan the cloth was packed in 40 piece bundles except for Hsing He, which used the 50 piece bale.

There was a tax of $1.20 per bale on all shipments except those for Suiyuan. For them the rate was $1.80 per bale. Railroad freight varied from $1.50 to $2.60 per package, the shipping commission from 50 to 90 cents. The total shipping charges amounted to from six to 10 cents per piece for the Chahar and Shansi shipments and from 14 to 16 cents per piece for those sent to Suiyuan.

Some locally grown wool was made into rugs. Rugs were also made from cow hair that had been ground with a stone to remove the lime with which it had been treated, teased with a bow, and spun on the ordinary spinning wheel. The cow hair rugs were being supplanted by factory woven rugs.

Food Industries

Bean curd making was a hsien wide activity reported by 249 villages, carried on by 735 families and 1,570 persons. It was a year round activity except for the hottest summer months. The curd was made from green or yellow beans, cotton seed oil, carbon (ashes), and brine. The beans were ground into small pieces, put to soak for five or six hours, then

2: Gamble S-5 (1926-1933)1954 AF12 North China AF12

ground in a hand operated stone mill. A mixture of cotton seed oil and carbon, that had been boiled together, was added to the bean paste and the mixture brought to a boil. As the cooked bean paste rose to the top of the kettle it was dipped off and put into a cloth bag. The bag was put into a sieve and the liquid pressed out with a wooden paddle. The dried cake was fed to the pigs. The liquor was put into an iron kettle and boiled. The scum, known as "beancurd skin", was skimmed off once or twice. It could be used as food. Salt water was added to the boiled liquid to coagulate the curd. The amount of salt to be added had to be accurately gauged, for with too little the curd would not form, with too much it would be bitter. The curd was put into a mold that was about 2'7" long and 1'7" wide. A piece of cloth, then a bamboo cover, then several bricks were put on top of the mold and left for about two hours to press out any excess liquid. The weight of a finished mold of bean curd was about 37.5 catties. The mold was cut into from 50 to 80 pieces which retailed for two or three cents a piece, or a total of about $1.50.

Noodles were made from wheat flour, salt, and water. About 30 catties of flour were handled at one time. The mixture was first worked into a ball, then rolled out flat and thin with a rolling pin. It was then cut into four or five pieces that were brushed with peanut oil, rolled, and put into an earthen ware crock that was kept warm with a cotton padded cloth cover. After a time the pieces were taken out, spread out on a board, dusted with flour, and then rolled to about finger thickness. These were then rolled up and put back into the crock. When the dough had become soft it was taken out, unrolled, and fastened between two bamboo sticks. Dough and sticks were then put into a brick pit that was about 7 x 3 x 4 feet. One foot of its depth was usually below the ground level to give warmth in winter and coolness in summer. When the dough had reached the proper consistency it was taken out and the bamboo strips were pulled apart to make the strips of dough long and fine. One bamboo rod was then put on top of a frame that was about 10 feet high. The other was allowed to swing clear and by its weight gradually stretch the noodles. Sometimes two or three sticks were added if extra weight was needed. When the strips of dough had been stretched until they almost touched the ground they were allowed to dry. They were then taken down, put on a board, cut into pieces about eight inches

2: Gamble S-5 (1926-1933) 1954 AF12 North China AF12

438 long, and made into bundles that weighed about four ounces each. A man could make about 20 catties of noodles a day by hand.

258 Noodle making machines were introduced about 1920 and were used by some of the larger food shops. They were too expensive for home use as they cost $50 for a small machine and $70 for a large one. Their output was about 60 catties per worker per day.

Seventy-seven villages reported 165 families and 412 persons making noodles. The annual output was 573,300 catties worth 10 cents per catty. The reported gain was $27.85 per worker.

438 Another group of 351 families living in 94 villages had 1,206 members
258 who were making fine noodles or vermicelli from beans, kaoliang, and
435 sweet potatoes. Their output was 14,500 catties of bean noodles, 497,000 catties of kaoliang noodles, and 826,750 catties of sweet potato noodles, worth some $160,860. The prices of the noodles were bean 25 cents, kaoliang 15 cents, and sweet potato 10 cents per catty. The estimated gain was only 3.0 per cent, the gain per worker $4.20. This was the only home industry in which the gain was less than 10 per cent. Inquiry showed that the residuum of the noodle making process was used to feed pigs and that these families made most of their home industry gain from pork rather than from noodles. The vermicelli shops reported a profit rate of only 8 per cent.

258 In making bean noodles the beans, after being soaked in water until "bubbles came up from the bottom", were taken out and dried for two days, then ground in a small hand stone mill. The pulp was strained through a sieve into an earthen jar. Yin chiang and hsiao chiang, two kinds of sour paste made from green beans, were then added. The mixture was thoroughly stirred and allowed to settle. The "clean juice" was skimmed off the top and thrown away. The residue was strained again, mixed with more yin chiang and hsiao chiang and, after the "clean juice" had been removed a second time, was put into a cloth and hung up to dry. The white part of the bean flour was used for noodles, the black part was fed to the pigs.

Boiling water was added to the white bean flour to make a paste that was squeezed through small holes in the bottom of a dipper and dropped into a boiling kettle. When cooked the noodles were taken out, put into cold water, and then hung on a frame to dry. The noodles were generally bleached by adding alum to the flour paste. Kaoliang and sweet potato noodles were made by a similar process.

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Other Industries

The equipment for making sesamum seed oil cost some $22.10, a stone mill $14.00, two big iron pots $1.50, an oil pot $4.00, a big willow basket $1.00, two willow twig scoops $1.00, and a long handled gourd dipper 60 cents. One tou of sesame seed made from 6.5 to 7.0 catties of oil, worth 30 cents a catty in 1931. The oil cake was used for fertilizer and was worth $4.50 per 100 catties.

Pig bristle sorting was the second largest home industry, with an estimated annual output of some $760,000 and a gain of $95,000. Unlike spinning and weaving, which were almost hsien wide, the bristle industry was concentrated in two villages near the southern border of the hsien, nearly 10 miles from the railroad. The work was carried on by 80 families and 445 workers. Most of the 90 men were engaged in the buying and selling. The women did most of the sorting. It was a business that required the use of considerable amounts of capital, for the bristles were purchased in Shantung, Honan, Shansi, and as far away as the Three Eastern Provinces, shipped to Ting Hsien for processing, and then sold to purchasers from Tientsin for export. Some of the families were able to provide the necessary capital. Others borrowed the needed funds from the money lenders.

The bristles were washed, combed, and sorted into three sizes, top quality with lengths of from five to seven inches, medium quality from three to four inches long and lowest grade from one to three inches long. The prices ranged from $1.00 to $6.00 per catty with the medium grade price about $2.00 per catty. The bristles too short for export were used locally to help make water baskets and buckets water tight, for bristle rope, or for fertilizer.

A worker ordinarily sorted some 20 catties per day. Some of the sorters were paid on a piece work basis which averaged about seven coppers, 1.75 cents, per catty or about 35 cents for a day's work. The estimated gain was some 24 cents per catty.

Mat weaving, the fourth largest home industry, with an output of $361,400, was not as concentrated as the bristle sorting but it was reported by only seven villages, five of which were in the 6th District. Seven hundred and seventy of the 1,012 families lived in one village (see Chapter IV). It, quite naturally, was the chief mat market of the hsien.

Mat weaving required almost no tools but did require considerable

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TABLE 97. WORKSHOPS IN CITY AND SUBURBS, 1931

	Shops	Workers	Output	Per Cent Gain
Cotton Ginning, Spinning, and Weaving				
Ginning	18	55	$ 70,890	9
Rope	5	17	5,490	15
	23	72	76,380	
Wool Spinning				
Rugs	1	7	2,590	20
	1	7	2,590	
Food				
Cakes and condiments	9	69	85,350	21
Condiments	1	4	1,470	16
Candy	4	14	2,370	12
Flour mill	31	84	61,980	9
Flour, green bean and noodles	6	22	8,280	10
——, green bean	2	4	1,610	15
Noodles	5	10	6,400	17
Oil, cotton seed and peanut	4	17	12,550	19
——, sesame	7	16	4,950	18
Vermicelli	5	19	18,800	8
	74	259	203,760	
Wood and Bamboo				
Bamboo implements	2	11	6,620	10
Bellows	1	1	200	20
Boxes and wardrobes	5	22	6,810	14
Carts	2	5	2,400	13
Furniture	4	13	4,160	14
Sedan chairs	3	9	2,780	16
Sieves and steamers	2	6	2,380	15
Timber yard	1	3	820	13
Umbrellas	1	4	2,590	11
	21	74	28,760	

(continued on next page)

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TABLE 98. WORKSHOPS IN 453 VILLAGES, 1931

	Shops	Workers	Output	Price[1]	Per Cent Gain
	Cotton Ginning, Spinning, and Weaving				
Ginning[2]	316	1,244	$1,811,840		6
	316	1,244	1,811,840		
	Food				
Flour mills[2]	251	599	215,150	$ 0.07[3]	14
Oil, cotton seed[2]	107	371	70,500	.11[3]	14
——, peanut	–	–	79,170	.16[3]	–
Wine	3	28	36,620	.17[3]	7
	361	998	401,440		
	Wood and Bamboo				
Bamboo implements	1	5	3,000		17
Bellows	2	4	720	4.00	30
Boxes and wardrobes	34	120	21,380		26
Carts	61	207	55,080	62.00	13
Frames	1	6	640		37
Timber yards	614	3,205	290,620		17
	713	3,547	371,440		
	Metal				
Blacksmith	20	62	6,590		32
Brass	1	2	700		30
Cotton batting machines	2	10	5,360	40.00	8
Iron goods	3	32	23,660		–
Iron parts of plows	1	11	500		33
Pewter	2	8	700		47
Tin	1	3	210		17
Water wheels	18	168	79,160	89.00	10
Water wheel buckets	8	26	10,000	1.1[illegible]	18
	56	322	126,880		
	Chemical				
Brick yards	73	1,105	154,060		11
Dyeing[2]	23	81	43,400		19
Earthen vessels	2	28	9,750		22
Paper	7	38	17,200		24
Tanning	7	19	4,860		24
Tiles	4	63	9,930		46
	116	1,334	239,200		

(continued on next page)

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TABLE 100. VILLAGE HOME INDUSTRY: HAIR, REED, STRAW, TWIG, AND WOOL WEAVING

	Villages	Families	Males	Females	Output	Price[1]	% Gain
Hair nets	1	1	–	4	$ 90	$0.02	50
Reed curtains	26	180	232	36	30,540	1.00	20
Reed mats	7	1,012	747	1,041	361,390	.70	29
Reed mat baskets	8	82	134	14	2,500	.15	47
Reed mat covers	9	106	186	4	7,490	.05	30
Straw hats	2	25	–	39	–	–	–
Straw pan covers	10	354	480	145	6,230	.25	60
Sage twig baskets	4	7	9	–	1,910	–[2]	31
Willow twig baskets	13	146	215	45	8,900	–[3]	–
Willow water baskets	12	466	654	232	54,280	.55	20
Willow winnowing and water baskets	2	165	220	10	–	–	–
Willow winnowing baskets	2	22	33	–	4,470	.50	14
Willow scoops	7	12	15	–	790	.07	42
Wool rugs	1	25	45	25	5,040	.80	25
Wool saddle quarter straps	–	5	10	5	1,010	.10	25
		2,608	2,980	1,600	$484,640		

[1] Each.

[2] Manure 10 cents, big 30, grain 80.

[3] Corn 10 cents, manure 20, cotton 30, big 40, open grain $1.00.

TABLE 101. VILLAGE HOME INDUSTRY: FOOD

	Villages	Families	Males	Females	Output	Price[1]	Per Cent Gain
Bean curd	249	735	922	648	$162,610	$1.50[2]	20
Bean sauce	1	3	9	–	1,130	.09	22
Candy	2	7	22	–	3,110	.14	10
Noodles	77	165	353	59	57,330	.10	20
Vermicelli, sweet potato	94	351	1,099	107	82,680	.10	3
——, kaoliang					74,560	.15	
——, green bean					3,620	.25	
Sesame candy	4	12	25	–	6,250	.15	13
Sesame oil	51	68	100	42	12,960	.30	17
Vinegar	4	8	29	1	1,670	.04	25
Wine, date	2	2	15	–	3,500	.10	30
——, yellow	2	2	10	–	16,000	.15	27
		1,353	2,584	857	$425,420		

[1] Per catty, except as indicated.

[2] Per mould.

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CHAPTER II

THE CHIU TA SALT REFINERY AND ITS WORKERS

I. GENERAL FEATURES OF THE COMPANY

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Its Origin and Development.—In the early years of the Republic, the Chinese government realizing the necessity of improving salt manufacture in this country, appointed a special commission headed by Mr. S. T. Fan to study salt industry and administration in the various countries of Europe. Upon his return in 1914, Mr. Fan engaged himself to promote a salt refining company and chose in Tangku, where salt-fields abound, a site for the factory. As free manufacture of salt has been prohibited in China, a permit had to be obtained from the Salt Administration for this purpose. The permit was duly granted and in 1916, the first factory for refining salt in China came into existence at Tangku. The capital of the Company originally subscribed was only $50,000 (silver); but it was later increased in 1918 to $500,000 and in 1926 to $2,100,000. In 1920, a special privilege was granted to the factory by the Salt Administration to the effect that within 100 *li* of the factory, no other salt refinery was allowed to operate. In this way the profits of the promoters of the Company have been safeguarded.

Organization of the Company.—The business of the Company is carried on by a general manager. He has under his control four departments and two subsidiary organizations. The former consists of the Business Department, the Accounting Department, the Manufacturing Department and the Managerial Department. The first two departments are located in Tientsin, while the last two in Tangku. The head of the Manufacturing Department serves concurrently as the manager of the factory and the two chiefs of the Managerial Department divide their duties

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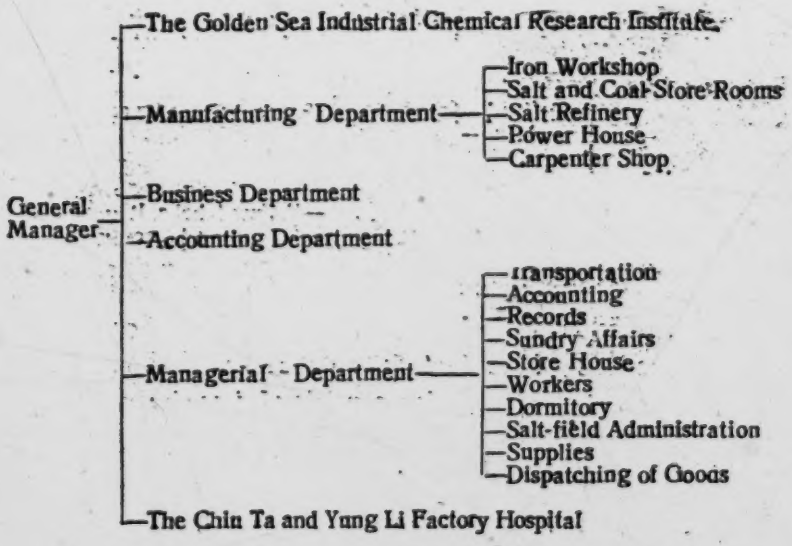
in looking after the east and the west sections of the factory. The two subsidiary organizations, (1) the Golden Sea Industrial Chemical Research Institute and (2) the Hospital, are attached to the factory, but they are autonomous in the matter of internal administration and the disposal of funds. The Research Institute was originally a chemical laboratory of the factory, but has since developed into an independent institution, supported with the funds donated by Mr. Fan, the General Manager of the Company who serves as the Director of the Institute. There are at present one department head and three research fellows actively engaged in industrial research work. It is true that the institute never had sufficient funds nor sufficient men on its staff, yet it must be said that it had already accomplished several highly useful and interesting projects along the line of chemical industry. At present, the research fellows are working on a method for the extraction of ephedrine and have attained a considerable degree of success. The hospital forms a part of the welfare work of the Company and it will be more fully treated in Chapter III.

The following diagram will give a clear idea of the organization of the Chiu Ta Salt Refining Company:—



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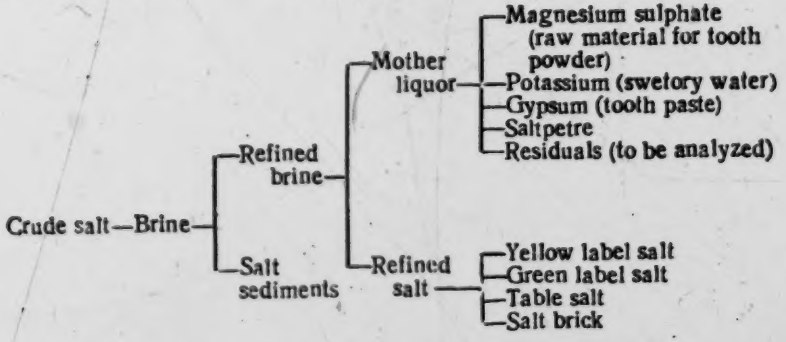
381 258 The Manufacturing Process.—The process of refining salt is rather a simple one. First, lumps of crude salt are dissolved in a ten-foot deep tank. The brine water in the tank is then filtered through sand and let flow into another tank containing a little lime so that iron compounds will be precipitated. It is next pumped into a high tower and then from the tower into a rectangular iron vat and is heated until it reaches 109° C. As the water gradually evaporates, white crystals of salt are formed. The mother liquor is then drained off through filtration. The crystals are then spread and dried on a huge *kang*[1] heated underneath, and ground into fine powder by means of a stone roller. After going through an electric sieve, the refined salt is then ready to be put into bags and sent to the market for sale.

The mother liquor which has been left over from salt-making contains many chemical compounds from which can be extracted saltpetre, magnesium-sulphate, gypsum and potassium. By mixing them with other ingredients, swetory water, tooth paste, tooth powder, magnesium carbonate and other articles are produced. The different processes of manufacturing salt will be made clear by the following diagram:—



381 317 258 The Production of Refined Salt.—The supply of crude salt in the two sections of the factory is drawn from two different sources. The east section which consists of two shops depends on the six salt fields of its own to supply the raw material. The

1 An oblong block of brick masonry.

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west section which consists of four shops has to buy crude salt from Hanku, Shin-ho and Tangku. Tangku, which lies in the Chiang-Lu salt monopoly district, has always been rich in salt production. With such conveniences as easily accessible water and railway communications, supply of raw material and transportation of manufactured goods at Tangku have been greatly facilitated. If the demand for refined salt is constantly increasing, the factory can easily work to the fullest capacity of its six shops. But unfortunately unstable and chaotic conditions which China has undergone in recent years have rendered the factory difficult, if not entirely impossible, of operation, not to say money-making.

The output of the two sections of the factory varies somewhat in amount and also from day to day. Because of the varying degrees of efficiency among the workers, due undoubtedly to a number of causes, no definite amount of production could be ascertained. But it has been fixed by the factory authorities that each vat should turn out from 120 to 180 bags per day, one bag weighing 150 kilograms. And according to the report of the chief of the managerial department, the maximum daily output has been 1,200 bags in the four shops in the west section and 800 bags in the two shops in the east section of the factory. The total output of these six shops, therefore, amounts to about 3,000 piculs[1] per day or about 1,080,000 piculs per year. On account of the unsettled conditions in the country which have resulted in frequent suspension of the work in the factory, the average amount of output has been reduced to 600,000 piculs a year. The sale of these 600,000 piculs of refined salt is left to the business department of the Company at Tientsin.

It may be recalled that the salt revenue of the Chinese government has been pledged as security for the Reorganization Loan of 1913, and the transportation and sale of salt has since then been put under the supervision of the Salt Inspectorate. Consequently, the amount of crude and refined salt bought and

[1] One picul is equivalent to 100 kilograms.

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sold by the factory must, first of all, be reported to the Inspectorate and duties thereon paid accordingly. Upon the receipt of the duties, permits are issued enabling the salt to be sold or disposed of in the designated areas. The payment of salt duties differs in the two sections of the factory. In the four shops of the west section, the duty on crude salt is paid before it is taken into the factory and another duty is paid again, when it is refined. In the two shops of the east section, however, salt is directly shipped from the fields to the factory store and the two duties are paid in a lump sum, when refined salt is made. Further, while the refined salt of the west shops may be deposited in the factory store house, that of the east shops must be deposited in store houses designated by the Inspectorate. An agent of the Chiang-Lu District Salt Inspectorate has an office near the Railway Station for collecting the duties and supervising salt removals. A large quantity of refined salt produced by the Chiu Ta Factory is shipped to Tientsin, Shanghai and other places, as the sale is limited only to trading ports. On account of this restriction, the interior of China is denied the use of this refined salt, unless it is sold by merchants who possess the right of exclusive sale of that place. It has been estimated that Tientsin and Shanghai take only 30 per cent of the annual production of the Chiu Ta Factory, while the remaining 70 per cent is largely absorbed in Hankow and Kiukiang.

The Place of the Chiu Ta Refinery Examined.—The Chiu Ta Salt Refinery is a pioneer organization in this country in developing the salt refining industry and improving the quality of salt. Since its formation in 1916, all salt merchants have begun to realize the importance of salt refining; and within a period of less than eleven years, salt refineries have been established one after another in several coastal towns. As a consequence, the importation of foreign salt which has always been duty-free has somewhat diminished. Further, the technical experts of the Refinery have from time to time made improvements in the process of salt refining. There is no doubt that the Chiu Ta Company has performed a unique service in develop-

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ing the salt industry of this country.

In addition to the improvements of salt refining, the staff of the Research Institute has also worked out valuable results regarding the industrial uses of salt. Two industrial concerns, the Pacific Alkali Works and the Po Hai Chemical Works, may be said to be the offshoots of the Research Institute in that both are makiug use of the results of its research and are developing them along commercial lines.

It should be pointed out that the supply of crude salt produced in Tangku and its neighbouring districts has always been in excess of its demand. Take Hanku for an example. Its productive capacity per year has been 4,000,000 piculs, while only one-half of it is actually sold. The sheer waste attendant upon salt production in this country is certainly astonishing. It has also been estimated that 800,000 piculs of mother liquor, an important by-product of salt have been thrown away every year without any recognition of its value. If the Research Institute could continue to work on the industrial utilization of salt, as it has already done in making possible the establishment of the two companies—the Pacific Alkali Works and the Po-Hai Chemical Works—it would not only help solve the problem of turning to good account the enormous amount of salt which would otherwise be wasted, but also confer an enormous benefit on the multitudes of salt producers throughout China by giving them livelihood.

The town of Tangku has experienced during the last thirty years several vicissitudes. The year 1898 marked the beginning of a phenomenal growth, for in that year the riverway leading from it to Tientsin was blocked by silting to such an extent that steamers of over one thousand tonnage had to lay anchor at Tangku where loading and unloading of goods were effected. The town at once found itself flourishing and prosperous, for what had been originally a mere outer port now became the only important gateway of North China. In 1900, however, came the Boxer Uprising. Being the main entrance to Tientsin and Peking,[1]

[1] Now changed to Peiping by order of the Nationalist Government.

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and experience of a technical nature. Apprentices are employed 463
from time to time by the factory to be trained by skilled labourers. The term of apprenticeship is three years; but at the end of every year, they are examined. When the term of apprenticeship expires, they are promoted according to merit to the skilled class. The workers of the power house and iron workshop are regular 464
labourers of the factory, but in the carpenter shop, apart from the regular labourers of the factory, additional labourers are occasionally employed for short periods in busy seasons. These labourers are paid daily and their nnmber is determined by the amount of work required in the factory. Masons and coolies are also employed from time to time and paid daily. These three classes of workers together with the coolies and servants of the Golden Sea Industrial Chemical Research Institute and of the Hospital are not placed on the permanent list of workers of the Chiu Ta Factory and, therefore, they do not fall within the scope of our investigation.

Workers in the factory are not graded into definite classes. 381
For instance, a worker may be assigned to direct other workers, 466
in order to speed up their work, but he is not supposed to be their foreman. In fact, no such title is known in the factory. He 258
who directs the workers is given authority only during the working hours, while at other times, he is but one of their equals. All the workers have access not only to the administrative staff, but also to the chief of the managerial department. In case of any difficulty arising between the management and the workers, the chief of the department would interview the workers and exchange opinions with them. In this way, disputes, if any, are easily and amicably settled.

The factory is divided into six sections: (1) the west section of the refinery, (2) the east section of the refinery, (3) the iron workshop, (4) the power house, (5) the dormitory and (6) the salt field administration. Workers of the last four places are under the direct control of their respective administrative staffs, while workers of the salt refinery are under their own supervisors. At the end of every month, the workers are graded

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381 466 258 according to their efficiency into three classes: superior, medium, and inferior, and reported to the managerial department by the supervisors who are on the staff of the management. Increase of salary, distribution of bonus and dismissal of workers are all based upon this report. The chief of the managerial department, whenever he finds it necessary, conducts a personal investigation of the workers, so that no injustice is intentionally done to any body.

381 258 Number of Workers.—The number of workers in the factory varies from time to time and is determined by its business conditions. In the prosperous year of 1925, there were 660 workers. During these years of general unrest and business depression, however, the number of workers has been reduced to about 500. The factory records of April 20, 1927, show that the number of workers was 556. They were distributed in the various sections of the factory as follows:

Table 1.—Number of Workers in the Various Sections of the Factory

Section	Number of workers	Per cent
West Section	262	47.1
East Section	207	37.2
Iron Workshop	45	8.1
Power House	15	4.0
Dormitory	22	2.7
Salt Field Administration	5	0.9
Total	556	100.0

The workers may also be classified into the skilled and the common thus:—

Skilled labourers	75	13.5%
Common labourers	481	86.5%

464 Length of Employment of the Workers.—Table 2 shows the distribution and percentage of the 556 workers according to their length of employment in the factory. As a rule, the number of workers varies in inverse proportion with the number of years: